United States Transportation Command



Transforming Global Mobility and Distribution

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USTRANSCOM Transforming Global Mobility

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United States Transportation Command

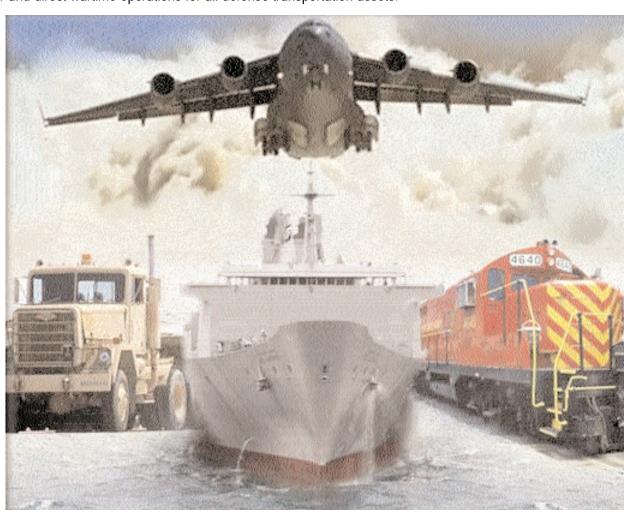
Before the United States Transportation Command (USTRANSCOM) was established, the nation's strategic mobility assets — consisting of airlift and aerial refueling aircraft, specialized sealift ships, rail cars and civilian contract carriers of all varieties — were operated independently by the Army, Navy and Air Force. Inevitably, differences in operational characteristics and service policies and procedures complicated movements of military forces and raised operating costs.

War planners identified coordination problems throughout the transportation system in simulated wartime operations. In 1978, the Department of Defense (DOD) staged a worldwide deployment exercise called Nifty Nugget, which revealed a lack of flexibility when multiple transportation modes — air, land, and sea — were required. In addition, various data processing systems could not function together. Unity of command was impossible because no single commander had overall responsibility and authority to coordinate and direct the use of various available transport capabilities.

Analysts computed that if this exercise had been an actual conflict, there would have been 400,000 troop casualties, and thousands of tons of supplies and 200,000 to 500,000 trained combat troops would not have arrived at the conflict scene on time.

As a result of lessons learned from Nifty Nugget, the Joint Deployment Agency was created in 1979 to provide a single manager for deployment. However, it was not until USTRANSCOM was created that a single commander was given responsibility and authority for planning and directing the wartime operation of all defense transportation assets.

April 18, 1987, the president directed the secretary of defense to establish USTRANSCOM to integrate global air, land and sea transportation. USTRANSCOM was formally activated as a unified command on Oct. 1, 1987, with a charter to plan for and direct wartime operations for all defense transportation assets.





U.S. AIR FORCE PHOTO

Crewmembers aboard a C-17 Globemaster III prepare the Tri-Wall Aerial Delivery System while en route to deliver humanitarian daily rations over Afghanistan. C-17s carried thousands of rations packed in TRIAD boxes. This is the first operational TRIAD delivery from a C-17 aircraft.

Operation Desert Shield/
Desert Storm (1990 to 1991) highlighted the difficulty of transitioning from peacetime to combat operations. As a result, the secretary of defense gave USTRANSCOM control of all strategic transportation assets during peace time to ease the transition to wartime support. That brought the command closer to the USTRANSCOM of today.

USTRANSCOM's mission of providing air, land and sea transportation for the Department of Defense in times of both peace and war has been expanded several times since 1992. Global patient movement and scheduling of the operational support airlift fleet in the continental United States for all the services have been added to the command's already diverse mission.

Today, USTRANSCOM provides a Defense Transportation System ready to and capable of meeting the nation's needs. It ensures timely, customerfocused global mobility in peace and war with efficient, effective and integrated transportation from origin to destination.

USTRANSCOM's core capability to strategically deliver forces and sustain-

ment rapidly and efficiently across the entire spectrum of conflict is critical to the execution of both the National Security and the National Military Strategies. Well into the foreseeable future, USTRANSCOM will continue to provide the strategic mobility backbone required to project power abroad in support of national interests. In Joint Vision 2020, the chairman of the Joint Chiefs of Staff provides a common direction for American forces at the dawn of the new century. The chair-

man's vision calls for the capability to dominate an opponent across the range of military operations - ranging from full scale war to peacekeeping and humanitarian missions. Supporting the warfighter across this spectrum with both timely and accurate delivery of forces and supplies will significantly increase the demand for rapid, responsive, and agile strategic transportation. USTRANSCOM continues to shape the future of the Defense Transportation System to meet this challenge.

Guided by Joint Vision 2020, USTRANSCOM's course hinges on three vital themes: (1) readiness to support the warfighter; (2) preparing now to operate effectively in the 21st century through modernization and continuous process improvements for increasingly effective and efficient transportation; and (3) continued, dedicated focus on the needs of people and their family. USTRANSCOM consistently strives to attract, develop, and maintain a trained, ready, and topquality Total Force composed of active and reserve component military personnel, civilian and contract employees, and commercial partners.



JOHN RAND

An M-2 Bradley Fighting Vehicle is hoisted aboard ship under the direction of MTMC's 837th Transportation Battalion, Pusan, South Korea.

MISSION

The USTRANSCOM mission is to provide air, land, and sea transportation for the DOD, both in time of peace and time of war.

COMMAND PHILOSOPHY

USTRANSCOM's philosophy is a partnership of people building on proven performance and providing leadership to achieve higher levels of excellence within the Defense Transportation System. It provides an understanding of how USTRANSCOM conducts business and how it relates to the external environment.

VISION

USTRANSCOM's vision is providing timely, customer-focused global mobility in peace and war through efficient, effective, and integrated transportation from origin to destination.

CORE PROCESSES

USTRANSCOM's core processes provide a paradigm to analyze and prepare to meet the challenges of the 21st century, and to provide greater granularity to an end-state, which achieves the command's vision.

- Serve the Customer: Determine customers needs, expand customer base, and promote customer satisfaction and loyalty through responsive service and process improvement.
- Readiness: Ensure our ability to meet our National Command Authorities taskings.
- Planning and Execution: Improve the timeliness, effectiveness, and security of our peacetime and wartime capabilities.
- Information Management: Implement the Defense Transportation System enterprise architecture to provide USTRANSCOM and its customers global access to decision quality transportation information.
- Financial Management: Develop and manage financial processes and systems which provide effective financial control over Defense Transportation System operations and promote businesslike practices.



TECH. SGT. KEN WRIGHT

C-130 Hercules' at Pope Air Force Base, N.C., launch one after the other starting a 16 ship mission to drop over 700 paratroopers from neighboring Fort Bragg. In its personnel carrier role, the C-130 can accommodate 92 combat troops or 64 fully-equipped paratroops on side-facing seats.



BARRY LAKE

The Military Sealift Command large, medium-speed, roll-on/roll-off (LMSR) ship USNS Yano (T-AKR-297) moored at Port of Beaumont, Texas.



Senior Master Sgt. Rose Reynolds An Air Mobility Command KC-135 from the 22nd Air Refueling Wing, McConnell Air Force Base, Kan., refuels a B-2 Spirit from the 509th Bomb Wing, Whiteman Air Force Base, Mo.

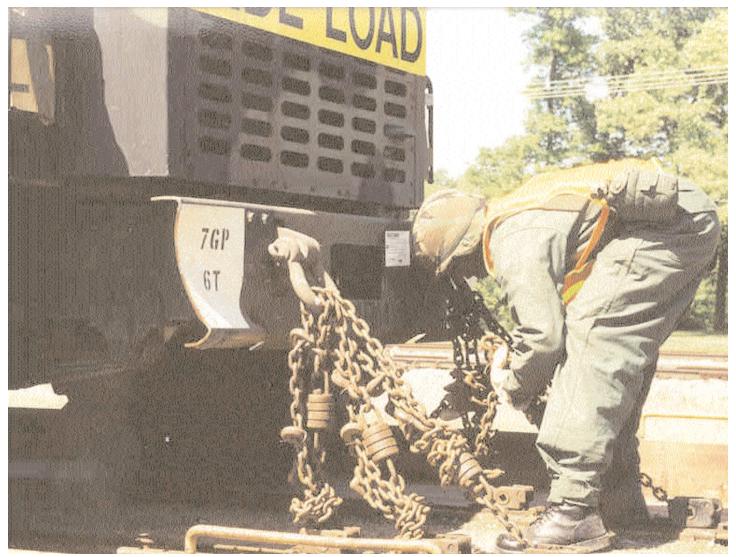
Organization

To carry out its mission, USTRANSCOM is supported by a joint staff composed of 1,277 military, DOD civilian, reserve, guard and contractor personnel.

As one of nine unified commands, USTRANSCOM is headed by the commander in chief, a four-star general officer, and the deputy commander in chief, a three-star general or flag officer from one of the other services.

By law, all unified commanders report to the secretary of defense and the president, who comprise the National Command Authorities and provide civilian leadership of the military. The commander in chief of USTRANSCOM coordinates and communicates with the chairman of the Joint Chiefs of Staff . Commanders of subordinate service components provide forces to USTRANSCOM and assist with their day-to-day functions. In carrying out their strategic mobility missions, these commanders and their forces report directly to the commander in chief.

To carry out its mission, USTRANSCOM is manned by a total force composed of 535 active duty members of all services (including Coast Guard), 337 DOD civilians, 205 reservists and 200 contractors. Nine directorates and five direct reporting elements comprise the command staffs.



DAVE PATTERSON

A cargo specialist from the 551st Company, 6th Batallion, 7th Transportation Group, Fort Eustis, Va., chains down a vehicle deploying to Fort Bliss, Texas, to participate in exercise Roving Sands.



The VC-25A, commonly known as Air Force One, provides transportation for the president of the United States. It is based at Andrews AFB, Md., and maintained and flown by Air Mobility Command's 89th Airlift Wing.

The directorates carry out the functions of manpower and personnel (TCJ1); intelligence (TCJ2); operations and logistics (TCJ3/J4); plans and policy (TCJ5); command, control, communications and computer systems (TCJ6); program analysis and financial management (TCJ8); force protection (TCFP); command surgeon (TCSG); and chief counsel (TCJA). Direct reporting elements carry out the functions of reserve affairs (TCRA), inspector general (TCIG), public affairs (TCPA), and research center (TCRC), and command

chaplain(TCHC). Other staff functions include the Joint Transportation Reserve Unit (JTRU), joint secretariat (TCCS-JS), protocol (TCCC-P), first sergeant and facilities (TCDC-F) and the commander in chief's action group (TCCC-X).

The unified — or joint service — nature of the staff is at the heart of USTRANSCOM's ability to address key issues in strategic lift requirements.



JOHN RANDT

A Lighter Craft Medium is moved from San Pedro, Calif., to Beaumont, Texas, by the Military Traffic Management Command on Sept. 28, 2000. The vessel, a part of Presidential Draw-Down Stocks, was then transshipped to Tunisia by ship.

Directorates

Manpower and Personnel

The Manpower and Personnel Directorate (TCJ1) develops and administers all USTRANSCOM active duty and civilian manpower and personnel programs and policies. In addition, the directorate administers the training programs for all active duty, reserve and civilian personnel assigned to the command.

TCJ1 manages all command manpower resources and organizational structure issues, and serves as the point of contact for manpower issues relating to the Transportation Working Capital Fund and the Planning, Programming and Budgeting System.

nental United States operational support airlift requirements; crisis action planning, management and execution; joint exercise strategic transportation planning, management and execution; maintaining current, refined time-phased force deployment data in coordination with supported and supporting commanders; serving as focal point for airlift channel forecasting and analysis; centrally receiving DOD Group Travel and Special Assignment Airlift Mission requirements; validating worldwide strategic patient movement requirements; managing transportation and traffic management operational policies and procedures; and maintaining oversight of the Joint Logistics Over-the-Shore



Crew members of Military Sealift Command's USNS Seay unload vehicles and other supplies onto a floating causeway sections during USTRANSCOM's Turbo Patriot 2000 exercise.

Intelligence

The Intelligence Directorate (TCJ2) provides supporting intelligence for USTRANSCOM and subordinate Transportation Component Commands. The directorate develops intelligence policy, doctrine, programs, long-range plans and implementation strategies to support USTRANSCOM's global mobility mission.

TCJ2 also directs command operational intelligence activity, including analysis of threats to specific operations and dissemination of intelligence products. Through the Joint Intelligence Center-Transportation, TCJ2 also develops, coordinates and implements a DOD-wide transportation intelligence production strategy capable of meeting the needs of the global transportation mission.

Operations and Logistics

The mission of the Operations and Logistics Directorate (TCJ3/J4) is to provide USCINCTRANS the capability to exercise combatant command of assigned forces worldwide and to provide air, land, and sea transportation for DOD. The directorate's responsibilities include scheduling conti-

exercise program. In addition, the directorate is the DOD functional proponent for in-transit visibility, part of DOD's Joint Total Asset Visibility Program. In keeping with this oversight, the directorate maintains central control and visibility of DOD's air, land and sea transportation, as well as aerial refueling assets.

The following are key offices within the directorate:

Joint Operational Support Airlift Center

The Joint Operational Support Airlift Center is part of USTRANSCOM's TCJ3/J4 directorate. The center performs centralized scheduling of continental United States operational support airlift aircraft, achieving wartime readiness by supporting peacetime DOD requests of the highest priority passengers and cargo with time, place, or mission-sensitive requirements.

Operational Support Airlift wartime missions move high priority passengers and cargo in direct support of combat or contingency operations. Peacetime missions provide support of command, installation or management functions while improving readiness and providing cost-effective training of aircrews.

The Joint Operational Support Airlift Center is composed of two branches. The first is the Small Aircraft Scheduling Branch, comprised of two teams that schedule lift requests of eight passengers or less. The second branch is the Requirements and Analysis Branch, comprised of three teams: a Large Aircraft Team that schedules lift requests of nine passengers or more, an Execution Team that manages current scheduled operations, and a Program Analysis and System Management Team that manages the center's systems and data information.

Joint Mobility Control Group

The Joint Mobility Control

Group serves as the focal point to orchestrate and optimize Defense Transportation System operations in support of its customers, to include the unified commanders and commander in chief, USTRANSCOM, as the single manager of the Defense Transportation System. This group, comprised of command center elements at USTRANSCOM and each Transportation Component Command, provides a command and control structure that integrates common-user traffic management to include both military and commercial lift. Linked by real time command, control, communications, and computer systems, the Joint Mobility Control Group manages Defense Transportation System operations through centralized planning and control and decentralized execution.

The nucleus of the Joint Mobility Control Group is the Mobility Control Center, organized under the Operations and Logistics Directorate. The Mobility Control Center is the single focal point for customers at the commander in chief and major shipper level, including the Office of the Secretary of Defense, Joint Staff, Army and Air Force Exchange Service, Headquarters Defense Logistics Agency, and the services. With Defense Transportation System requirements flowing into the Mobility Control Center, USTRANSCOM maintains centralized planning and control, and maximizes readiness and responsiveness.

Additional Joint Mobility Control Group elements contributing to the successful command and control of the Defense Transportation System are USTRANSCOM's Global Patient Movement Requirements Center and the



SENIOR AIRMAN DELIA A. CASTILLO

A load master marshals a fuels truck out of an Air Mobility Command C-5 Galaxy from Dover Air Force Base, Del., deployed to Sidi Slimane Air Base, Morocco, in support of exercise African Eagle.

Joint Intelligence Center-Transportation. The Global Patient Movement Requirements Center coordinates patient movement planning and execution activities among the unified commands, medical support commands, and USTRANSCOM. The Joint Intelligence Center-Transportation supports the Joint Mobility Control Group by providing transportation intelligence information for all Joint Mobility Control Group elements.

The Transportation Component Commands -- Air Mobility Command, Military Sealift Command, and Military Traffic Management Command, complete the Joint Mobility Control Group. They support Defense Transportation System customers through decentralized execution as they provide and operate mobility forces, plan, schedule, task and execute missions, and monitor movements.

The Joint Mobility Control Group is one of the commander in chief's end-state objectives from USTRANSCOM's first strategic plan.

Business Center

The Business and Acquisition Center is the command focal point for identifying and evaluating the business aspects of worldwide Defense Transportation System operations. Through close coordination with the Mobility Control Center and the Transportation Component Commands, it identifies new Defense Transportation System business opportunities, innovative products and services, and strategic partnerships with both Defense Transportation System customers and commercial industry providers.

In addition, it also:

Identifies and incorporates best business practices and processes to ensure a world-class transportation system that supports the customer in war and peace

Functions as command lead interacting with our strategic commercial partners to improve the nation's defense transportation capability

Manages the core processes and strategic issues for the operations and logistics directorate

Creates new products and services to increase customer satisfaction as well as increase market share

Focuses on intermodal and acquisition solutions to strategic transportation needs in order to capitalize on inherent efficiencies

Assists the Transportation Component Commands in developing acquisitions that complement and incorporate business innovation and technologies

Conducts analyses of costs, rates, revenue, and other financial impacts on the Defense Transportation System Integrates operational and financial transportation data for analysis in support of senior decision makers

Develops and monitors strategic metrics to assess the performance of Defense Transportation System operations Manages the command's business reviews and the directorate's Chief Information Officer Program Review Panel (CPRP) and Strategic Planning process

Develops and publishes USTRANSCOM's Annual Command Report

Strategic Distribution Management Initiative

In partnership with the Defense Logistics Agency, USTRANSCOM has undertaken an effort to improve end-to-end distribution processes with goals of reducing customer wait time and improving time definite delivery through the Strategic Distribution Management Initiative. This initia-

tive is a high priority issue in our strategic plan.

USTRANSCOM could not improve DOD distribution by looking only at transportation - it is both a transportation and supply issue. Efforts are focused on activities having a potential to yield the greatest opportunity for improvement. For example, each segment of the distribution system is looked at from the time a requirement (document) is established through the entire supply chain to final delivery to the customer. Processes with a lot of variability are then targeted and we engage with the process owner(s) to help "fix" the system to gain velocity and reliability in the system.

The Strategic Distribution Management Initiative is organized into four process improvement committees.

Stockage Management: The Defense Logistics Agency's Defense Distribution Command is leading the effort to establish a national stock positioning strategy. This may be the single biggest change that will decrease customer wait time. Having stocks in the right place located at or near a primary depot where they can be quickly entered into a distribution system then into a scheduled and synchronized transportation system is key to our end-state distribution strategy. The Defense Logistics Agency is now working with the services to reposition stocks into the Storage & Distribution Points at Susquehanna, Pa., and San Joaquin, Calif., from which hub and spoke operations are being established for stateside and overseas customers alike.

Air Distribution: Air Mobility Command is fully engaged in enhancing airlift support to our customers. Working in concert with the Defense Logistics Agency, our distribution system is now benefiting from scheduled and synchronized service from our depots to our ports, and ultimately to the end user. For example, pallets built at Susquehanna are moved via scheduled truck to Dover Air Force Base and



A traffic manager supervises local Bulgarian personnel during the lift operations from the lower hold of the MV Merlin in the Port of Bourgas

processed and shipped on the next airlift mission to Ramstein Air Base, Germany. From Ramstein it's shipped to the ultimate consignee via air or surface, and because we have advanced visibility of the cargo, modal decisions can be made earlier. Customer wait time has improved from an average of 15 days down to an average of nine days.

Surface Distribution: Military Traffic Management Command is making revolutionary changes in ocean container movement and booking processes. Previously, some containers arriving at the port sat awaiting movement on the ship it was booked on and not the next available sailing. The carriers held it there because they were not asked to move the containers earlier. Processes were focused not on customer wait time but getting cargo on the "right" ship. Military Traffic Management Command has already started fixing that. Now, working with industry, the command is getting more containers moved on the next available U.S. flag vessel. This should dramatically improve customer wait time.

Financial Committee: Headed by USTRANSCOM Program Analysis & Financial Management Directorate (TCJ8), the Strategic Distribution Management Initiative Financial Committee is comprised of financial experts within the Defense Logistics Agency, components, services and USTRANSCOM. The committee was formed in response to the need for integration of Strategic Distribution Management Initiative process improvements to existing financial systems and processes.

Enhanced Business Information Exchanges

Defense Transportation Electronic Data Interchange is the computer-tocomputer exchange of business data using Electronic Data Interchange standards.

DOD continues to expand the use of Electronic Data Interchange technology in transportation and logistics. In January 1995, USTRANSCOM was designated as lead agent to accelerate and expand the use of Electronic Data Interchange for defense transportation. To accomplish this task,

USTRANSCOM activated the Defense Transportation Electronic Data Interchange committee, which consists of members from all services and major DOD agencies. The committee meets regularly to develop, discuss and resolve issues associated with increased use of Electronic Data Interchange technology in the Defense Transportation System. The overall goal of the Defense Transportation Electronic Date Interchange committee is to devolop plans and strategies designed to improve electronic information exchanges among vendors, DOD shippers, receivers, and carriers to enhance DOD transportation operations.

As program manager, USTRANSCOM manages Electronic Data Interchange implementation for the Defense Transportation System

through the committee's implementation plan. This plan, coordinated with the Office of the Secretary of Defense, Joint Staff, the services and defense agencies, provides the framework and focus on activities required to meet the Electronic Data Interchange implementation in support of defense transportation. It specifically focuses energy, attention and resources upon methods to expand the use of electronic business exchanges in DOD. The plan is a living document that is revised periodically to ensure it accurately protrays the latest vision for DOD electronic business.

USTRANSCOM continues to work on implementing Electronic Data Interchange capability in shipper, transshipper and receiver automated systems. An extension of this effort has been the establishment of the Automated Carrier Interface Groups. These mode specific transportation groups (motor, rail and ocean) provide USTRANSCOM and commercial DOD carriers an open forum to discuss problem areas and improvements as they manage Electronic Data Interchange exchanges among their respective systems. This effort has



Roll-on/roll-off ships provide point-to-point transport of DOD equipment and supplies to U.S. military forces around the world.



SENIOR AIRMAN JIM SHRYNE

Military vehicles belonging to a U.S. Army unit arrive at Biggs Army Airfield, El Paso, Texas, by train. The Military Traffic Management Command contracts for commercial rail and highway transportation to move military equipment across the United States whenever and wherever needed.

impacts on data quality and maintenance for the systems used for scheduling, shipment, in-transit visibility, and payment process involved with various DOD and service shipments.

Plans and Policy

The Plans and Policy directorate (TCJ5) is responsible for mobility concepts, force structure definition, and strategies and policies to fulfill future forward presence and power projection requirements of the Defense Transportation System. TCJ5 assures command and Defense Transportation System goals and interests are reflected in the Joint Strategic Planning System documents and other critical DOD and Joint Staff planning publications.

The directorate also develops, conducts and coordinates studies and detailed analyses addressing transportation functions (to include the civil sector) to identify issues and propose solutions to problems affecting global mobility and management. In addition, the directorate develops and maintains the USTRANSCOM strategic plan,

which will help direct the course of the DTS over the next 20 years.

Command, Control, Communications and Computer Systems

The Command, Control,
Communications and Computer
Systems Directorate (TCJ6) is responsible for long-range planning, policy
guidance, security, direction, technical
control and program management for
projects involving the development and
implementation of major transportation
management systems across the
spectrum of Defense Transportation.
In addition, the directorate maintains,
upgrades and replaces
USTRANSCOM computer systems
day-to-day.

The Global Transportation Network Program Management Office is responsible for the current development effort for the Global Transportation Network as well as the future replacement system known as Global Transportation Network 21. The Global Transportation Network Program Management Office works closely with functional representatives in TCJ4 to implement user requirements in the Global Transportation Network by managing the acquisition life cycle of the program from requirements definition through fielding and maintenance. The Global Transportation Network 21 contract award is exected in FY02 with initial operating capability expected in FY05.

In addition, the directorate is the staff advisor and manager of all information management procedures and policies for the command.

The following is a key office within the directorate:

Joint Transportation Corporate Information Management Center

The Joint Transportation Corporate Information Management Center is part of USTRANSCOM's TCJ6. The mission of the Joint Transportation Corporate Information Management Center is to provide both the Corporate Operations Officer and the Corporate Information Officer a balanced approach toward making better information technology investment decisions. It plays a key role in the use and management of systems migration, enterprise architecture, data standardization, portfolio management and business process reengineering methodologies across service and functional boundaries.

Recommendations include changes to policies; procedures; organizations; and command, control, communications and computer systems as they relate to the business of DOD transportation. It is anticipated that through the systems migration effort alone a total cost avoidance and savings of approximately \$4 billion over the next 15 years will be realized.



DAVE PATTERSON

Mothballed MSC ships wait on the James River near Fort Eustis, Va., for the call to return to duty. More than 50 ships rest at this location.

Program Analysis and Financial Management

The USTRANSCOM commander in chief holds a unique position in DOD as the only unified commander entrusted with a Working Capital Fund. The Director of Program Analysis and Financial Management (TCJ8) executes the commander in chief's responsibility for the \$4.3 billion Transportation Working Capital Fund. TCJ8 reviews, presents and justifies the Transportation Working Capital Fund budget to the Office of the Secretary of Defense, Congress and other authorities.

The directorate interprets and establishes policy and guidance related to the Transportation Working Capital Fund and other funding sources. It establishes transportation stabilized rates coordinated with the command's various customers. This ensures a balanced DOD budget with adequate funding to pay for transportation services. The directorate controls and monitors budget execution of the Transportation Working Capital Fund via monthly commander in chief business reviews and quarterly Office of the Undersecretary of Defense (Comptroller) execution reviews. As part of budget execution, the directorate works and solves billing issues associated with contingency operations and provides financial expertise to support contingency operations.

TCJ8 provides a full complement of accounting services to the command. These services include: managerial accounting, working capital fund financial reporting requirements, Chief Financial Officer Act compliance, cash management, and financial systems architecture management. The directorate also maintains an active liaison with the Defense Finance and Accounting Service to ensure USTRANSCOM's general and subsidiary ledger accounts accurately reflect our financial operations and transactions.

TCJ8 prepares command positions for the commander in chief throughout the planning, programming and budgeting system and the congressional hearing process. The directorate prepares quarterly reports to the Secretary of Defense for the USTRANSCOM commander in chief, conveying professional concerns and updates on major activi-

ties at USTRANSCOM. The directorate also manages special funds for counterdrug transportation, exercises, emergent requirements and initiatives.

The directorate develops and executes the USTRANSCOM Air Force Financial Plan. TCJ8 provides the USTRANSCOM staff direct support for cost analysis, audit liaison, management control and the government charge card program.



DAVE PATTERSON

Cargo specialists from the 7th Transportation Group, Fort Eustis, Va., prepare a vehicle for transport on a train.

Command Surgeon

The Command Surgeon is the medical adviser to the USTRANSCOM commander in chief, and to the commander, Air Mobility Command regarding the physical well-being of personnel. In this dual capacity, the staff ensures maximum wartime readiness and combat support capability of the worldwide patient movement and aeromedical evacuation system, the Global Patient Movement Requirements Center and AMC's 12 community-based medical treatment facilities. This includes supervising and monitoring their peacetime health care service. The command surgeon directs the Department of Defense's efforts to reengineer the global patient movement system to include the development, fielding and sustainment of the \$220 million Transportation Command Regulating and Command and Control Evacuation System.

Global Patient Movement Requirements Center

The Global Patient Movement Requirements Center is a 24-hour, one-stop medical regulating and patient movement center. As the Department of Defense single manager for the movement of uniformed services patients, the Global Patient Movement Requirements Center collaborates with USTRANSCOM's Mobility Control Center to create the optimum lift-bed plan for all patients.

The Global Patient Movement Requirements Center provides medical regulating services, including clinical validation, lift-bed planning, patient in-transit visibility and evacuation requirements planning for inter-theater and intratheater patient movement for the continental U.S. and U.S. Southern Command. In concert with the Mobility Control Center, Global Patient Movement Requirements Center communicates patient movement requirements to service components for mission execution. With the implementation of TRANSCOM Regulating and Command and Control Evacuation System, Global Patient Movement Requirements Center will provide commanders with managed patient movement highlighted by total worldwide visibility.

The C-9A Nightingale and the C-21 are the primary means of transportation associated with the Global Patient Movement Requirements Center. However, it also uses a number of other types of transport systems to service our customers.

C-21s are often used to transport urgent and priority requirements such as organ transplants. They are also used to transport neonatal or burn teams to meet up with C-9A aircraft, when needed.

The Global Patient Movement Requirements Center



STAFF SGT. MARIA TAYLOR

A severely injured sailor from USS Cole is taken from an ambulance at Ramstein Air Base, Germany, Oct. 15, 2000, and loaded aboard a C-141 Starlifter by medical personnel from Landstuhl Regional Medical Center. The injured sailor is being transported to USS Cole's homeport at the Norfolk. Va.

stands ready to provide peacetime and wartime worldwide responsiveness to patient movement requirements for movement into military treatment facilities, Veteran Administration Hospitals and civilian hospitals such as the National Disaster Medical System.



DAVE PATTERSON

The C-9A Nightingale is a modified version of the Boeing Company's DC-9. It is the only aircraft in the inventory specifically designed for the movement of litter and ambulatory patients. The C-9A's airlift capability to carry 40 litter patients or 40 ambulatory and four litter patients, or combinations of those, provides the flexibility for AMC's worldwide aeromedical evacuation role.

Office of Chief Counsel

The Chief Counsel is the principal legal advisor to the commander in chief of USTRANSCOM. He is also dual hatted as the staff judge advocate for Air Mobility Command. This arrangement allows the commander in chief, who is dual hatted as the commander, Air Mobility Command, to receive consistent legal advice from only one person.

Providing legal support to the commander in chief is like advising the chief executive officer of a large corpo-

ration with worldwide interests. This requires communication with USTRANSCOM's corporate partners, DOD, other agencies and unified commands. In addition, USTRANSCOM attorneys are in constant communication with the component commands: Air Mobility Command, Military Traffic Management Command and Military Sealift Command legal offices. While the work of the office is extremely broad and varied, most of the work of the Office of Chief Counsel deals with contracting, information, fiscal, personnel, legislative, operational, transporta-

tion and international law.

Although the number of lawyers assigned to the Office of Chief Counsel (TCJA) is relatively small for a command the size of USTRANSCOM, the effectiveness of the office is enhanced by the services of office paralegals and Individual Mobilization Augmentees. The legal staff is a blend of military and civilian attorneys, who bring prior experience with the services and defense agencies to their roles as counselors and advocates for USTRANSCOM.







TCFP's job is to ensure the protection of USTRANSCOM strategic lift assets and crews in the air, on land and at sea. Incidents such as left to right, the Marine barracks in Beirut, Lebanon, 1983; the Khobar Towers in Saudi Arabia in 1996; and USS Cole in the Port of Yemen, 2000, illustrate the importance of force protection.

Force Protection

The mission of USTRANSCOM's Force Protection directorate (TCFP) is to develop and coordinate antiterrorism policy and strategy for the com-

mand; advise
USTRANSCOM
Transportation
Component Commands
regarding antiterrorism
during peacetime, contingency and wartime operations; manage
USTRANSCOM information, personnel and physical security programs; and provide informative and educational antiter-

rorism training emphasiz-

ing personal and command security measures and procedures per DOD Instruction 0-2000.16.

The directorate is primarily responsible for coordinating worldwide pro-

tection of all strategic lift assets and crews in the air, on land and at sea.

To accomplish this, TCFP has three separate cells (the sealift cell, the airlift cell, and the ground and port

cell). Each cell also has a specific geographic area of responsibility. An assessments team also has been recently formed with the responsibility to evaluate a wide range of security programs and practices within the USTRANSCOM sphere of influence.

Joint Transportation Reserve Unit

USTRANSCOM relies heavily upon its partners in the Reserve and National Guard. In fact, no unified command is more dependent on an early call-up of the reserves.

Approximately half of the military capabilities of USTRANSCOM and their transportation component commands are in the reserves. These reserve forces work seamlessly with their active-duty counterparts as part of an integrated team, supporting ongoing missions and contingencies around the globe.

An integral part of reserve component support to USTRANSCOM is the Joint Transportation Reserve Unit, which marked its 10th anniversary in 2001. The reserve unit represents all military service branches and directly

supports USTRANSCOM daily operations and activities, some years providing as much as 25 percent of all watch standing personnel.

On average, this 157-member unit provides in excess of 6,500 workdays of contributory support per fiscal year. This support includes, but is not limited to, duty as senior watch standers in the Mobility Control Center, Global Patient Movement Requirements Center and the Joint Intelligence Center-Transportation. In conjunction with significant amounts of intelligence production, reservists also provide more than 80 percent of liaison officer support during overseas exercises. Liaison officers assist commands working with USTRANSCOM to facilitate their logistical transportation needs. Additional reserve support is also provided to USTRANSCOM by other reserve assets including Naval

Reserve Joint Intelligence Center Transportation Unit Detachment 0169; Navy Information Bureau 518, St. Louis; and Individual Mobilization Augmentees.

Reserve personnel from all services are war-traced within every directorate. They continue to make significant contributions to every military action, exercise, and humanitarian relief effort in which USTRANSCOM has participated since 1991, when the Joint Transportation Reserve Unit was first activated. At that time, the unit was the first Department of Defense-authorized joint reserve unit created after Desert Storm to assist the joint command with additional staffing and expertise.

Today, the reserves continue to be a pivotal part of USTRANSCOM in times of peace and war.



JOHN SIDORIAK

The C-141 Starlifter aircraft fulfills the vast spectrum of airlift requirements through its ability to haul cargo or airlift combat forces over long distances, paradrop or land those forces and their equipment, resupply ground forces and transport sick and wounded to advanced medical facilities. The C-141 is being replaced by the C-17 Globemaster III, and will no longer be in the active inventory after fiscal year 2006.







TRANSPORTATION MODES

When facilities are not available to unload ships, an Elevated Causeway System is built (top). The causeway is built during the annual USTRANSCOM Joint Logistics Over-the-Shore exercise. Upper left, Armored Vehicle Launched Bridges are loaded on trains, and upper right, M-88 Recovery Vehicles are offloaded from the large, medium speed roll on/roll off ship USNS Soderman. Below, an F-16 Fighting Falcon refuels from a KC-10A Extender. The Extender can also transport up to 75 people and nearly 170,000 pounds (76,560 kilograms) of cargo.



TECH. SGT. MICHAEL RIVERA

Transportation Component Commands



STAFF SGT. EFRAIN GONZALEZ

A member of the 16th Aerial Transportation Squadron, Hurlburt Field, Fla., loads equipment onto an Air Mobility Command cargo aircraft in preparation for the 16th Special Operations Wing's deployment to Jacksonville, Fla.

Air Mobility Command

The Air Force's Air
Mobility Command is
composed of nearly 140,000 men and
women — active duty, Air National
Guard, Air Force Reserve and civilians
— and provides strategic and tactical
airlift and aerial refueling for the
nation's armed forces. In addition,
many special duty and operational
support aircraft, as well as stateside
aeromedical evacuation missions, are
also assigned to Air Mobility
Command.

As the air component of USTRANSCOM, Air Mobility Command serves many customers. Airlift aircraft provide the capability to deploy the nation's armed forces any-

where in the world and help sustain them in a conflict.

Aerial refueling aircraft are the lifeline of global reach, refueling Air Force, Navy, Marine Corps and allied aircraft. They leverage all service capabilities on land, sea and in the air. The refuelers also have an inherent cargo-carrying capability — maximizing the command's lift options.

Air Mobility Command's aircraft inventory includes the C-17 Globemaster III, C-5 Galaxy, C-141 Starlifter, C-130 Hercules, C-21 Learjet Model 35, C-9 Nightingale, KC-10 Extender and KC-135 Stratotanker. In addition to these command-owned assets, Air Mobility Command also contracts with commercial air carriers through the Civil Reserve Air Fleet and other programs for movement of DOD

passengers and cargo.

Today, more than ever, the United States needs rapid, flexible and responsive air mobility.

America's global reach promotes stability in regions by keeping the nation's presence and capability highly visible. Joint military exercises display military capabilities and bolster United States ties with allies. Humanitarian missions strengthen relations with recipient nations and show the watching world America's compassion. Projecting influence can be an effective deterrent to regional conflicts. Should deterrence fail, global reach allows rapid and decisive deployment of combat power.

Air Mobility Command provides the fastest response element of America's global reach.

Military Traffic Management Command

The Army's Military
Traffic Management
Command, headquartered at Alexandria, Va.,
is the overland lift, traffic management and common-user port management component for USTRANSCOM.

Military Traffic Management
Command's more than 2,346 military
and civilian personnel, including more
than 400 non-United States citizens
overseas, support the Department of
Defense and the mobilization community worldwide during peace and war
with responsive planning, crisis
response actions, traffic management,
terminal operations, information management and deployability engineering.

Military Traffic Management
Command is responsible for surface
transportation, including movement of
DOD members' household goods and
privately owned vehicles. The command arranges transportation for
troops and materiel to ports of
embarkation in the United States and
overseas. It is the interface between
DOD shippers and the commercial
transportation carrier industry.

The command develops models and simulations for force projection, and administers DOD highways, railroads, ports, and intermodal programs for national defense. It also has a presence in 24 water ports worldwide through which an average of 8.3 million metric tons of cargo pass each year.

Military Traffic Management Command's motto is: anytime or place - on time, every time."

Military Sealift Command

The Navy's Military
Sealift Command —
USTRANSCOM's
sealift component —
uses a mixture of government-owned and commercial ships
under contract to carry out the majority
of USTRANSCOM's strategic sealift
mission. Ships principally move unit
equipment from the United States to
theaters of operation all over the
world.

In addition, Military Sealift
Command manages prepositioned
ships strategically placed around the
world, loaded with equipment to sustain Army, Navy, Marine Corps, Air
Force and Defense Logistics Agency
operations. Once these ships have
delivered their equipment ashore, they
may be released to add their capacity
to the sealift mission.

Sustainment ships are the life line that keeps deployed forces continuously supplied. Sustainment cargo

moves via space booked aboard commercial container ships in liner service, as well as on government ships and chartered commercial ships.

The Military Sealift Command fleet contains about 110 active ships at any given time. In addition, the command has access to 76 ships in a reduced operating status. Of the active ships, approximately 30 belong to the Naval Fleet Auxiliary Force Program, 25 to the Special Mission Program, 35 to the Prepositioning Program, and 20 to the Sealift Program. Only ships belonging to the Sealift Program (and the Prepositioning Program after they have unloaded and are released to the common-user fleet) fall under USTRANSCOM's command. The others have other federal government and Navy-specific missions not related to USTRANSCOM.

Military Sealift Command ships are separate and distinct from other Navy surface ships in three ways: (1) they are noncombatant; (2) they include both government-owned and chartered vessels; and (3) they are crewed by



JOHN RAND

French Army soldiers load a heavy equipment transporter with a M-109A6 howitzer of the 1st Infantry Division at Thessaloniki, Greece. Military Traffic Management Command rushed the discharge of arriving cargo June 30 - July 1, 1999, to speed stability to Kosovo.





MSC PHOTOS

Military Sealift Command's fleet contains a variety of ships. At left, USNS Loyal is an ocean surveillance ship, while the SS Sgt. Matej Kocak is a Maritime prepositioning ship afloat where needed by the Marines or U.S. Navy.

civilian mariners from the U.S. Civil Service and from private ship operating companies.

Military Sealift Command also manages a 76-ship Ready Reserve Force (RRF) maintained by the U.S. Maritime Administration, which provides additional sealift — roll-on/rolloff, breakbulk and other transport ships. The Ready Reserve Force ships are kept in reduced operating status and are able to be activated in periods ranging from four to 20 days. With the shortfall of commercial ships useful for military transport in the U.S.flag fleet, the Ready Reserve Force is an especially valuable source of surge sealift for wheeled and tracked vehicles and other large or bulky unit equipment.



DAVE PATTERSON

Military Sealift Command has access to a fleet of ships called the Ready Reserve Force, an essential part of our nation's surge sealift capability. The Cape Kennedy, left, and Cape Knox, owned by the Maritime Administration and manned and maintained by ship operators under contract with MARAD, are berthed in a four-day reduced operating status in New Orleans on the Mississippi River.

Civilian Partners and Programs

Civil Reserve Air Fleet

A unique and significant part of the nation's mobility resources is the Civil Reserve Air Fleet. Selected airlift requirements are met by the civil aviation industry when the airlift need exceeds the capability of military aircraft.

The airlines contractually pledge aircraft — as well as crews and access to infrastructure — to the various Civil Reserve Air Fleet segments (international, national and aeromedical), ready for activation when needed in times of national emergency or force deployments. To provide incentives for civil carriers to commit aircraft to the Civil Reserve Air Fleet program and to assure the United States has adequate airlift reserves, Air Mobility Command awards peacetime airlift contracts to civilian airlines which offer aircraft to the Civil Reserve Air Fleet. The International Airlift Services contract is the largest. For fiscal year 2001, the total contract was approximately \$700 million.

To join the fleet, carriers must maintain minimum fleet commitment levels. Aircraft committed must be U.S.-registered aircraft and must meet various capacity and range requirements. Carriers must also commit and maintain at least four complete crews for each aircraft and all aircrew members must be U.S. citizens.

As of February 2001, 32 carriers and 812 aircraft were enrolled in the Civil Reserve Air Fleet, including aircraft from the international, domestic and aeromedical segments.

Three stages of incremental activation allow USCINC-TRANS to tailor an airlift force suitable for the contingency at hand. Stage I is for minor regional crises; Stage II would be used for major regional contingencies; and Stage III would be used for periods of national mobilization. USCINCTRANS, with approval of the Secretary of Defense, can activate all three stages of Civil Reserve Air Fleet.

During a crisis, if Air Mobility Command has a need for additional aircraft, it would request USTRANSCOM take steps to activate the appropriate Civil Reserve Air Fleet stage. Stage II was activated during Operation Desert Shield/Desert Storm. Stage III has never been used. Each stage of the fleet activation is used only to the extent necessary to provide the amount of civil augmentation airlift needed by DOD. The carrier response time to have its aircraft ready for a Civil Reserve Air Fleet mission is 24 to 48 hours after the mission is assigned by Air Mobility Command. The air carriers continue to operate and maintain the aircraft with their resources; however, Air Mobility Command controls the aircraft missions through the Tanker



Commercial aircraft frequently transport military personnel and equipment around the world through contracted charters and the Civil Reserve Air Fleet program.

Airlift Control Center at Scott AFB, III.

The Civil Reserve Air Fleet complements organic strategic air mobility forces as volunteers in peace, and as mobilized assets in times of national emergency.

Voluntary Intermodal Sealift Agreement

Similar to the Civil Reserve Air Fleet, USTRANSCOM relies on partners in the commercial maritime industry to transport most of its peacetime and nearly all of its wartime sustainment. The Voluntary Intermodal Sealift Agreement is an initiative to provide assured access to commercial shipping and intermodal facilities during contingencies, and will benefit both the commercial industry and DOD. The Voluntary Intermodal Sealift Agreement is designed as a sealift program that contractually provides phased access to vessel capacity (through a combination of charter and liner services of U.S.-flagged ocean shipping companies) and intermodal capability to support sustainment cargo or current requirements. It allows DOD to use the complete surface and ocean going transportation systems from fort to port. It also allows shippers to carry military cargo alongside commercial cargo. DOD's peacetime business with a carrier will be tied to the level of that carrier's commitment of assets and services.

All major U.S. carriers have approved and joined the Voluntary Intermodal Sealift Agreement and its Joint Planning Advisory Group -- an interagency,



JOHN RANDT

A car is inspected for shipment at a Global POV Contract vehicle processing center in Baltimore. MTMC moves 75,000 cars a year.



DAVE PATTERSON

A tugboat in New Orleans, La., brings in a section of a floating dock to the rear of the Sam Houston, a VISA ship. Two more sections, foreground, await loading. The Sam Houston can carry up to 90 floating deck sections above and below deck.

government/industry forum for joint planning. The Joint Planning Advisory Group develops concepts of operations for sealift support of major defense contingency plans.

Jointly sponsored by the Maritime Administration and USTRANSCOM, the Voluntary Intermodal Sealift Agreement will provide pre-negotiated contracts, guaranteed access to needed sustainment assets, contracts for capacity and intermodal resources in exchange for cargo business, and tailored sealift forces to meet the specific needs of a contingency. It also will permit industry and USTRANSCOM to plan responses together before a contingency arises.

This joint planning allows industry to participate in planning their contribution and reduce the effects of market disruption through Carrier Coordination Agreements. The Voluntary Intermodal Sealift Agreement will continue the professional partnership between DOD, the Department of Transportation and the U.S.-flagged ocean shipping industry and assist in keeping American ocean shipping competitive worldwide.

In much the same way that the Civil Reserve Air Fleet provides access to aircrews, infrastructure and aircraft, the Voluntary Intermodal Sealift Agreement helps with the potential merchant mariner manning shortfall by providing people to work the ships and access to infrastructure as well as ship capacity.

On Jan. 30, 1997, the Secretary of Defense approved the Voluntary Intermodal Sealift Agreement as an alternate to the existing Sealift Readiness Program. Both the Voluntary Intermodal Sealift Agreement and Civil Reserve Air Fleet play to the strengths of the American transportation industry.

Future Trends in Transportation

The Defense Transportation System of tomorrow is being shaped today at USTRANSCOM through its strategic plan. Led by the command's Executive Council of top leaders, USTRANSCOM made major strides in 2000 to focus the strategic plan on the key future issues, cascade our long term plans into annual performance plans, and inculcate the strategic plan into daily resource decision making. These efforts marked significant milestones towards fulfilling the requirements of the Government Performance and Results Act while providing a course to transform the world's premier strategic mobility system to meet the future needs of the nation around the globe.

USTRANSCOM commander in chief's Strategic Guidance is the cornerstone of the command's transformation strategy. Signed by the Executive Council in July 2000, it reaffirms our vision "...to provide timely, customer-focused global mobility in peace and war through efficient, effective, and integrated transportation from

origin to destination." The guidance provides direction by outlining 22 strategic issues in five core processes; serve the customer, readiness, planning and execution, information management, and financial management.

Key issues for FY02 include improving customer relations management; enhancing strategic distribution processes in partnership with the Defense Logistics Agency; improving the Defense Transportation System fixed infrastructure; gaining assured access of critical commercial transportation capabilities; ensuring Mobility Air Forces can rapidly project and sustain forces; integrating transportation command and control systems into a robust common operating picture; and continuing to improve the joint deployment process with our DOD partners. In an effort to streamline its planning process this past year,

USTRANSCOM merged its strategic plan with the former business planning effort to establish one planning document to bring multi-year plans in concert with annual performance plans. Each of the 22 strategic issues now has an objective plan identifying execution year and future year milestones and deliverables, resource requirements, supporting programs, and performance measures to track progress. This consolidated plan forged a solid foundation to focus the command's efforts in FY01 and to influence key resource decision processes for financial, manpower, and information technology planning.

USTRANSCOM's strategic plan continues to guide our course. Strong commitment by senior leaders to plan, execute, and periodically review the command's progress has invigorated USTRANSCOM's transformation journey. There is no doubt that with dedicated leadership at the helm, USTRANSCOM will continue to move forward to ensure the Defense Transportation System efficiently and effectively supports the nation's end-to-end transportation needs into the new century.



A Charleston Air Force Base C-17 Globemaster III practices evasive maneuvers during a simulated missile attack.

SENIOR AIRMAN RICK BLOOM



Scott Rugh

ON THE COVER

The USTRANSCOM emblem, from left, along with its Transportation Component Commands; Air Mobility Command, Military Sealift Command and Military Traffic Management Command.